

ENCLOSURE 3



U.S. Department of Energy
Office of Civilian Radioactive Waste Management

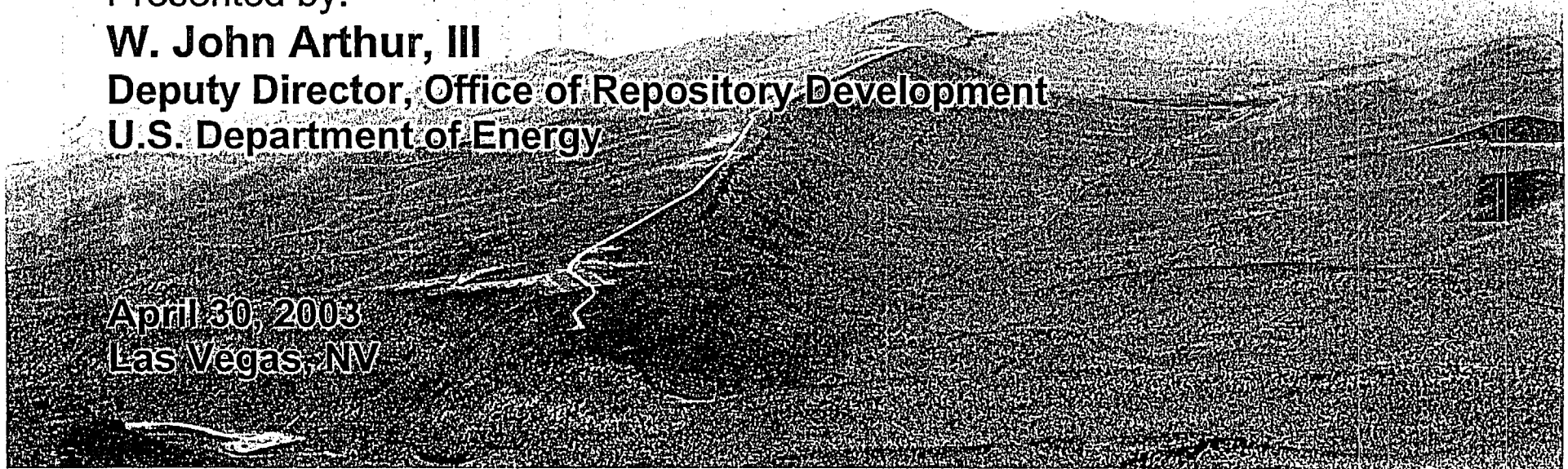


EXHIBITS FOR ILLUSTRATION

Presented to:
Nuclear Regulatory Commission

Presented by:
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U.S. Department of Energy

April 30, 2003
Las Vegas, NV



Summary Balanced Scorecard

Level 0	Level 1	Level 2				
Management	Quality Assurance	QA Programs Health Index	DRs/CARs Closure Effectiveness	QA % Complete Models, Data Sets Codes		
	Safety Culture	Safety Conscious Work Environment Index	Self Identification of Issues	Procedural Compliance		
	Management Performance	Commitment Management Index	MII Effectiveness Index	Employees Concern		
	Accountability and Responsibility	Line Accountability CARs/DRs Closure	Procedure Compliance			
	Stakeholder Relations	Annual Survey of PI Programs	Grant Implementation			
	Resource Management	Critical Skills Recruitment	Critical Skills Retention			
Operational Performance	Industrial Safety and Health	Loss Time Injury/Illness Rate Case	Safety and Health Cost Index			
	Project Management	License Application	Budget Performance	Site Operation		
	Environmental Protection	State Permit Performance	Environmental Program Efficiency			
	Training	% Employees Meeting Requirements	Training Effectiveness Index			



Major Issues - Proposed Solutions

- **FY03 Appropriation of \$457M (requested \$591M)**
 - **Revised Planning Guidance Issued to BSC**
 - **Critical Scrub of License Application (LA) /Program Workscope**
 - **Complete Decision on 4/15/03**
- **Convergence on Design Solution for LA**
 - **Convergence on Design is planned for June 2003**
 - **Mechanical Handling Design subcontract procurement in process**
- **Site Safety**
 - **Stand down at site due to electrical concerns**
- **Procedural Implementation Non-Compliance**
 - **Will conduct stand down to emphasize proper adherence to procedures planned for mid April**

Major Accomplishments

- **Program's vision statement issued**
- **Department of Energy baselined Functional and Operation Requirements and Technical Solutions**
- **LSN Baseline Change Proposal (BCP) in process**
- **Initiated Payment Equal To Taxes negotiations**
- **Agreement with Nuclear Regulatory Commission (NRC) on next six months of critical interactions**

90 Day Look Ahead

- **Program replanning by mid April**
- **Undersecretary visit April 18th**
- **Congressional visit April 28th**
- **NRC meeting April 29th/30th**
- **Award design subcontract by April**
- **Corporate Review Budget including Capital Asset Plan for FY 2005 due to CFO in June**
- **Complete Decision Schedule by July**



YUCCA MOUNTAIN PROJECT

Criteria for Management Assessment

WHITE	
	No Activity
GREEN	
	Low Risk
Technical	Understand NRC or customer expectations, quality of work and products meets requirements.
Schedule	On Track
Cost	On Track
YELLOW	
	Moderate Risk
Technical	(Not clear on NRC or customer expectations, moderate risk that workscope matches expectation, including manageable problems in product development and quality that can be fixed).
Schedule	Variance, work-around exist
Cost	Variance, work-around exist
RED	
	High Risk
Technical	(Do not know NRC or customer expectations (or disagree), scope does not match expectations, major problems in product development and quality that need senior management attention). May or may not be fixable.
Schedule	Significant variance, management attention needed
Cost	Significant variance, management attention needed

Management Initiatives

R Roles, Responsibilities,
Authority, & Accountability
(R2A2)

Issue: Phase 3 of the Program Manual has not been revised to strengthen the roles and responsibilities for contract administration and oversight.

Corrective Action: Phase 3 is in the final stages of preparation for issuance.

R Procedures

Issue: Procedure transition has not been managed consistent with governing requirements (e.g., AP-5.1Q).

Corrective Action: DOE/BSC Senior Management has agreed on a path forward to retain the existing procedure structure, streamline AP-5.1Q, and strengthen line ownership of procedures. Implementation plan is due to the PORB on 04/09/03.

R Safety Conscious Work
Environment

Issue: A mature Safety Conscious Work Environment is not in place for the organization.

Corrective Action: Continue to educate the workforce and reinforce through management behaviors and actions. Strongly implement an effective corrective action program.

Y Quality Assurance

Issue: Applicable requirements traceable to regulatory drivers have not been identified.

Corrective Action: QARD Revision 13 is complete. QARD Revision 14 is pending. Open pending completion of Phase 3 of Program Manual.

R Corrective Action Program

Issue: A single Corrective Action Program consistent with nuclear industry practices including tracking, trending, reporting, and closure verification has not been implemented.

Corrective Action: Corrective Action Program process revisions underway. Weekly management monitoring occurring. Open until effective implementation verified.

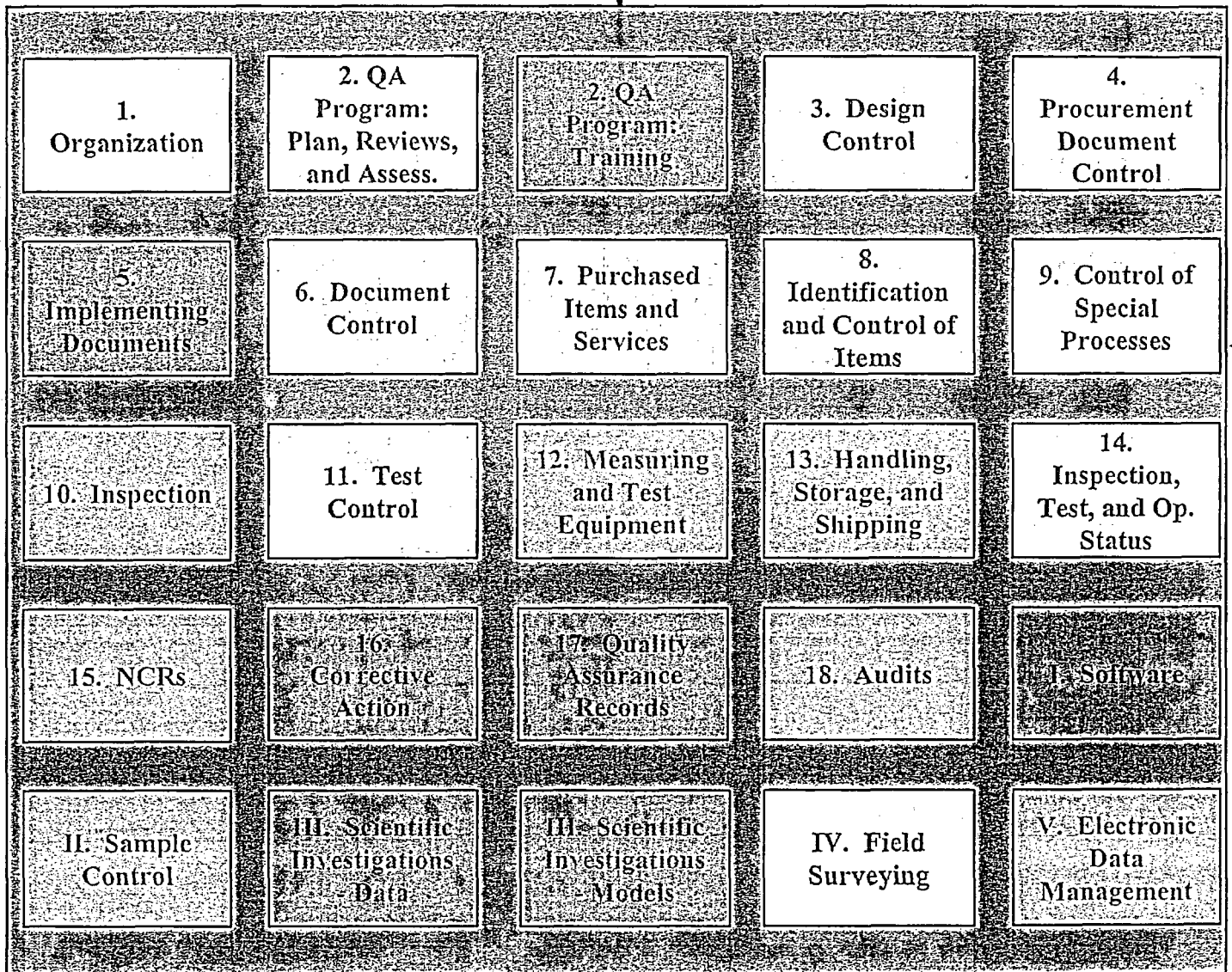


DR/CAR Open Item Summary Report

	2/18/03	2/25/03	3/4/03	3/11/03	3/18/03	3/25/03
Total Number Open	86	82	84	84	80	84
Open > 100 days	30	30	30	32	30	32
Open > 200 days	15	15	16	14	14	13
Open > 1 year	4	4	4	4	4	4
Number with Late actions	28	14	29	22	9	12
Number late > 30 days	6	1	2	3	2	0
By Manager						
Christopher Kouts						
Total open	3	3	3	3	3	3
Open > 100 days	3	3	3	3	3	3
Open > 200 days	1	1	1	1	1	1
Open > 1 year	1	1	1	1		1
Number with Late actions	3		1	2		1
Number late > 30 days	1					
Denny Brown						
Total open	6	6	6	11	10	11
Open > 100 days						
Open > 200 days						
Open > 1 year						
Number with Late actions				2		
Number late > 30 days						
Joe Ziegler						
Total open	28	24	22	22	21	24
Open > 100 days	10	11	9	10	9	9
Open > 200 days	6	6	6	6	5	4
Open > 1 year	2	2	2	2	2	2
Number with Late actions	11	2	8	5	6	5
Number late > 30 days	2	1	1	1	1	
John Arthur						
Total open						1
Open > 100 days						
Open > 200 days						
Open > 1 year						
Number with Late actions						
Number late > 30 days						
Mark Van Der Puy						
Total open	19	19	20	14	13	14
Open > 100 days	9	9	9	10	9	10
Open > 200 days	4	5	5	4	5	5
Open > 1 year	1	1	1	1	1	1
Number with Late actions	6	8	11	5		2
Number late > 30 days	1			1		
Suzy Mellington						
Total open	17	16	18	17	16	18
Open > 100 days	7	6	7	7	7	7
Open > 200 days	4	3	4	3	3	3
Open > 1 year						
Number with Late actions	6	5	7	6	2	4
Number late > 30 days	2		1	1	1	
Vic Trebules						
Total open	9	9	11	12	12	11
Open > 100 days	1	1	2	2	2	3
Open > 200 days						
Open > 1 year						
Number with Late actions	2	1	2	1		
Number late > 30 days						



QUALITY ASSURANCE PROGRAM



PRELIMINARY DRAFT YUCCA MOUNTAIN DECISION SCHEDULE

